

Study of M Hotel Staff's Relationship Between Job Satisfaction and Loyalty

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Abstract

In the current development of the hotel industry, the flow of employees is very frequent, and many hotel managers are keenly aware that the competition for talent has become the focus of modern hotel competition. Attracting and retaining talents is an important part of hotel human resource management, so how to improve employees' job satisfaction and loyalty, cultivate employees' sense of belonging to the company, and continuously enhance employees' centripetal force towards the company? How to improve employees' commitment to the hotel More attention and research have been devoted to issues such as satisfaction and loyalty, and reduction of brain drain.

This article combines theory and practice, refers to a large number of relevant domestic and foreign materials and literature, and draws on existing experience and results. Therefore, the hotel industry is selected as the survey of employee satisfaction and loyalty. The research object selected in this study is Nanning Employees of M hotel chains in the city. First, it studies and analyzes the factors that affect employee satisfaction, and comprehensively uses the related theories of employee satisfaction. Then, taking the employees of M Hotel as the survey object, design a set of scales to measure employee satisfaction and loyalty. Through investigation and research, explore The relationship between hotel employee satisfaction and loyalty and influencing factors, and on the basis of empirical research and analysis results, put forward specific countermeasures and suggestions to improve the satisfaction and loyalty of star-rated hotel employees.

The results are analyzed using SPSS's reliability and validity analysis, descriptive analysis, difference analysis, correlation analysis, regression analysis and other analytical methods. Finally, it is concluded that the various dimensions of star hotel employee satisfaction and loyalty and their various levels have Significant positive correlation, hotel employee loyalty is directly proportional to employee satisfaction. At the same time, on the basis of this conclusion, suggestions to improve the satisfaction and loyalty of star-rated hotel employees are put forward to provide reference for hotel companies.

Keywords: Job satisfactions, Employee Loyalty, Praise, Care, Leave, Contribute, M Hotel.

I. INTRODUCTION

With the rapid development of China's economy and the continuous promulgation of special tourism policies, the development of tourism has made considerable progress. Coupled with the change in national consumption concepts and the increase in statutory holidays, most people choose to travel

on holidays. The explosive growth of tourist arrivals has promoted the development of the tourism industry. China's 12th Five-Year Plan has affirmed the status of the tourism industry and positioned it as a national strategic pillar industry. The World Tourism Organization has also forecasted China's tourism industry. In 2020, the number of tourists in the world will

reach 16 billion, and China will become the world's largest tourist reception country. (Argentina "Clarion", Tourism of the future, 1999). The rapid development of the tourism industry has ushered in a huge opportunity for the development of China's hotel industry. The hotel industry has become a pillar industry of the tourism industry and an important industry in the national economy.

As a labor-intensive industry, hotel employees have always been the backbone of the hotel's survival. With the development of hotels becoming more and more mature, it is difficult for hotels to distinguish themselves from other hotels in terms of hardware equipment. Boutique hotels have emerged in the pursuit of personalization and high-end. They are no longer just to satisfy people's accommodation, the needs of catering also provide customers with stylish, individual, and meticulous or even luxurious services. The quality of service directly affects the operation and management of the hotel. However, like budget hotels, the high turnover rate of employees is also a problem that boutique hotels need to face. According to a survey conducted by Maidian Tourism Research Institute in 2015, nearly 50% of the hotels have an overall turnover rate of more than 26%. The departments with the highest turnover rates are the catering department, the front office department, and the guest room department, which are 40.96% and 40.96% respectively. 32.98%, 15.43% (Maidian Tourism Research, 2015). The main reasons for employees' resignation include poor salary and welfare, lack of career planning, unstable mentality of young employees, unbalanced work and life, low corporate culture recognition, few promotion opportunities, and imperfect performance appraisal. Aon Hewitt (2016), a world-renowned human resource consulting company, announced the results of the 2016 China Human Capital Survey: Among all the surveyed industries, the hotel industry had the highest employee turnover rate, reaching a staggering 43.3%. One of the important reasons the first is the stagnation of salary. The average salary increase in the hotel

industry is only 4.5%, while the average employee salary increase in Chinese companies is 6.7%, and the employee turnover rate is 20.8% (Aon Hewitt, China Human Capital Survey, 2016). The two average data of all industries are better than the hotel industry. This is It is a problem that hotel managers should think deeply about. Hotel managers need to avoid such things as much as possible.

Faced with the high turnover rate, how to organize an employee satisfaction survey, find out the many factors that affect hotel employees' job satisfaction, analyze them, and discover potential turnover intentions, take precautionary measures in a timely manner, and design ways to reduce turnover intentions. The plan is applied effectively, and how to strengthen the employee's sense of identity with the company is an urgent concern for every hotel manager. In order to solve the problem of resignation, strengthening the research on the relationship between job satisfaction and loyalty has become a new proposition in human resource management based on M boutique hotels..

II. RESEARCH QUESTIONS

This study takes employee job satisfaction as the independent variable and loyalty as the dependent variable, and mainly discusses the following issues:

1. What is the relationship between the overall job satisfaction and loyalty of hotel employees?
2. What kind of influence relationship does employees with different attributes have between significant differences in job satisfaction and loyalty?
3. On the basis of the above questions, how to better improve employee satisfaction and increase employee loyalty.

III. RESEARCH OBJECTIVES

The main purpose of this research is to combine questionnaire surveys and statistical analysis methods. Based on previous studies, to explore the correlation between job satisfaction and loyalty, which is mainly reflected in the following four aspects:

Objectives1: To identify the job satisfaction of M hotel employees.

Objectives2: To identify the loyalty of M hotel employees.

Objectives3: To analyze the correlation between job satisfaction and loyalty.

Objectives4: To analyze the job satisfaction factors influencing the M Hotel loyalty.

IV. RESEARCH METHODOLOGY

This study mainly uses SPSS for quantitative analysis.

(1) Descriptive statistical analysis

Descriptive Statistics (Descriptive Statistics) is used to illustrate the distribution of the sample and the basic level. In the research of this article, through descriptive statistical analysis of demographic variables such as gender, age, education level, income, position, etc., the proportion of each basic situation in the sample is obtained; the second is job satisfaction and loyalty Perform statistical analysis on the basic conditions of the two scales, mainly describing the mean and standard deviation.

(2) Analysis of differences

Independent sample T test and one-way analysis of variance

These two difference analysis methods are methods to test whether a certain factor such as a demographic variable affects one or several unrelated variables, and whether the variable is different at all levels of this factor. When there are only two sample groups, independent sample T test can be used to analyze, otherwise, one-way analysis of variance can be used to analyze the difference. This study will use the independent sample T test method to verify whether different genders and positions have differences in job satisfaction and loyalty, and use one-way analysis of variance to analyze the differences in job satisfaction and loyalty to other demographic variables sex.

(3) Correlation analysis

Correlation analysis is an analysis method that almost every empirical research must apply to. It can be used to study the correlation and

degree of correlation between two factors. This study mainly uses Pearson correlation analysis. If the correlation coefficient value is between -1 and +1, if it is zero, the two variables have no correlation; if the coefficient is positive, it means positive correlation; negative number means negative correlation. If the absolute value of the correlation coefficient of two variables is large, the degree of correlation between them is close. This study is to determine the correlation between the various dimensions of job satisfaction and loyalty and the degree of correlation by analyzing the positive, negative and size of the correlation coefficients obtained.

(4) Regression analysis

Correlation analysis can explain whether there is a relationship between the factors and the closeness of the relationship, and regression analysis can further analyze and indicate the direction of the relationship, and can explain what causal relationship exists between the factors. The research of this article is to use regression analysis method to verify whether each dimension of job satisfaction has a predictive effect on loyalty.

V. RESEARCH RESULTS

Table 1 Job Satisfaction

Management status	Mean	Standard Deviation	Interpreting
1.Managers can treat subordinates fairly to make you satisfied	3.76	0.992	Agree
2.Managers can support and guide subordinates to make you satisfied	3.76	1.001	Agree
3.The manager's leadership and care and respect for subordinates make you satisfied	3.84	1.008	Agree
4.When problems are found, the effective way of communication by managers makes you satisfied	3.76	1.044	Agree
Working environment			
5.Your workplace makes you satisfied	2.29	1.1689	Disagree
6.Your workplace facilities are equipped to make you satisfied	2.19	1.0804	Disagree
7.The promotion mechanism of the hotel makes you satisfied	2.23	1.1486	Disagree
8.The hotel's strict work and rest system and commuting time make you satisfied	2.88	1.405	Not sure
Salary and benefits			
9.The salary package makes you satisfied	3.66	1.091	Agree
10.You are satisfied with the calculation and payment of hotel bonuses and overtime pay	3.72	1.115	Agree
11.You are satisfied with good training opportunities	3.65	1.074	Agree
12.Relative to your contribution, you are satisfied with your salary growth level	3.72	1.039	Agree

Interpersonal relationship			
13. Harmonious relationship with colleagues makes you satisfied	3.93	0.986	Agree
14. You are satisfied with the work cooperation and collaboration between colleagues	3.79	1.031	Agree
15. You and your colleagues often exchange and share new information and work experience	3.90	0.962	Agree
16. In addition to work, employees in your department often hold gatherings outside of work	3.93	0.954	Agree

From Table1, Job Satisfaction, the participants are agreeing in management status, salary and benefits, and interpersonal relationship with the average between 3.65 to 3.93. Only the working environment factor is disagreeing or not sure with the average between 2.19 to 2.88, respectively.

Table2 Loyalty

Praise	Mean	Standard	Interpreting
17. You will rate the hotel highly to others	3.78	1.063	Agree
18. You are proud to be a member of the hotel	3.79	1.048	Agree
19. You enthusiastically refer others to the hotel	3.89	1.075	Agree
Care			
20. You are very concerned about the future development prospects of the hotel	3.68	1.126	Agree
21. You are concerned about the performance and operating conditions of the company	3.72	1.107	Agree
Work engagement			
22. You put a lot of energy and effort into your work	3.69	0.831	Agree
23. When there is a problem at work, you will try your best to solve the problem	3.63	1.074	Agree
24. You often think about how you can do your job better	3.71	1.111	Agree
Leave			
25. You can have more opportunities for promotion and development when you stay in this hotel	3.78	1.047	Agree
26. Even if there are better opportunities or better treatment by other companies, you are still willing to stay in this hotel	3.97	0.953	Agree
Contribute			
27. You have a sense of responsibility towards the hotel	3.93	1.062	Agree
28. You are willing to make extra efforts to do the work of the current hotel	3.86	1.032	Agree
29. If the development of the hotel encounters difficulties, you are willing to overcome the difficulties with the hotel	3.85	1.023	Agree

Table3 Correlations

Correlations											
	Management status	Working environment	Salary and benefits	Interpersonal relationship	Job Satisfaction	Praise	Care	Work engagement	Leave	Contribute	Staff loyalty
Management status	1	0.157**	0.230**	0.266**	0.623**	0.178**	0.266**	0.221**	0.230**	0.187**	0.387**
Working environment		1	0.254**	0.146**	0.651**	0.161**	0.069	0.200**	0.183**	0.183**	0.279**
Salary and benefits			1	0.174**	0.668**	0.144**	0.142**	0.272**	0.277**	0.189**	0.360**
Interpersonal relationship				1	0.593**	0.154**	0.120*	0.733**	0.184**	0.150**	0.470**
Job Satisfaction					1	0.250**	0.229**	0.544**	0.344**	0.280**	0.580**
Praise						1	0.137*	0.08	0.134*	0.194**	0.552**
Care							1	0.074	0.043	0.200**	0.551**
Work engagement								1	0.198**	0.185**	0.534**
Leave									1	0.210**	0.542**
Contribute										1	0.630**
Staff loyalty											1

** Correlation is significant at the 0.01 level (2-tailed).
* Correlation is significant at the 0.05 level (2-tailed).

The results from table 3 shows that there is a significant relationship between the factors of hotel employee job satisfaction (Management status, working environment, Salary and benefits, Interpersonal relationship) and hotel employee loyalty factors (Praise, Care, Work engagement, Leave, Contribute). Correlation, in which the correlation coefficient of each variable is greater than 0, indicating that there is a significant positive correlation.

Table 4 Regression analysis by model summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.606 ^a	0.367	0.360	0.4226

a. Predictors: (Constant), Interpersonal relationship, Working environment, Salary and benefits, Management status

Table 5 Regression analysis by ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	36.092	4	9.023	50.512	0.000 ^b
	Residual	62.163	348	0.179		
	Total	98.255	352			

a. Dependent Variable: loyalty

b. Predictors: (Constant), Interpersonal relationship, Working environment, Salary and benefits, Management status

Table 6 Regression analysis by Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	1.784	0.144		12.357	0.000
	Management status	0.140	0.028	0.222	4.913	0.000
	Working environment	0.073	0.023	0.139	3.128	0.002
	Salary and benefits	0.118	0.025	0.212	4.697	0.000
	Interpersonal relationship	0.224	0.028	0.353	7.901	0.000

a. Dependent Variable: loyalty

The results in table 3 show that the R square is 0.367, indicating that the part of the dependent variable that can be explained by the regression equation is 36.7%. The significance of the F test in table 4 is less than 0.05, reaching a significant level, indicating that the established regression model is effective.

The significance of management status, working environment, salary and welfare, and interpersonal relationship in table 5 is less than 0.05, and the regression coefficient is greater than 0, indicating that it has a significant positive impact on loyalty

VI. DISCUSSION AND CONCLUSION

The result was shown that:

- (1) There are significant differences between respondents of different ages and satisfaction and loyalty.
- (2) There are significant differences in the satisfaction and loyalty of different income groups.
- (3) Various factors of job satisfaction (management status, work environment, compensation and benefits, interpersonal relationships) have a significant positive impact on loyalty.

In order to further understand the influencing factors and relationship between employee satisfaction and loyalty in star-rated hotels, and whether there are regional differences, we compared the results of this study with those of previous studies, so as to be able to put forward

targeted recommendations. Corresponding countermeasures and suggestions to help hotel companies improve their competitiveness.

Gou Zhishuang (2013) believes that employees in different departments and employees with different marital status have obvious differences in job satisfaction, while gender differences do not significantly affect employees' job satisfaction. The effect of employee satisfaction is also not obvious. However, this study found that employees of different age groups have significant differences in satisfaction and loyalty, and there are significant differences in satisfaction and loyalty among different income groups. Among them, subjects with high income have higher scores in satisfaction and loyalty, People with lower incomes scored lower.

Just as the results obtained by Luo Xi (2011), Li Qing (2012) and Xia Xia (2020), the overall level of hotel employee satisfaction is basically at a medium level, indicating that the employees of Chinese hotel companies show a certain degree of job satisfaction. The regularity of the study shows that “interpersonal relationships” are the most satisfied, while “job compensation” is the least satisfied. Although there are considerable differences in the level of economic development and the development of the hotel industry in the cities studied, there are differences based on regions and industries. The difference in employee satisfaction with development level and its influencing factors is not obvious in this study, which shows that employees in my country's hotel industry generally believe that the salary and remuneration (including welfare benefits) corresponding to their work are low and unsatisfactory. This is also one of the problems that widely exists in my country's hotel industry. Comparing with other industries, the salary and benefits are generally low, and the salary is not competitive. Therefore, managers of star-rated hotels should give top priority to establishing a reasonable and complete salary and welfare system at this stage if they want to fully stimulate their employees' enthusiasm for work.

Comparing the results of this study with those of previous studies, the conclusions drawn on the relationship between employee satisfaction and loyalty are consistent, both of which are believed to be positively correlated, or significantly correlated with each other, but in the relationship between employee satisfaction and loyalty There are certain differences in influencing factors, which are embodied in: the results of this study believe that "interpersonal relationships" and "management status" have the greatest impact on loyalty, while Gou Zhishuang's (2013) research results believe that "environment and group" and "remuneration" are the most influential factors. and treatment", while Gao Ping's (2015) research results suggest that "job reward" and "job participation" have the greatest impact on loyalty. The reason for this difference may be due to the difference in the level of regional economic and industry development. The city where the hotels investigated in this study are located is a prefecture-level city in the Guangxi Zhuang Autonomous Region. With the continuous development of reform and opening up, Guangxi's The economic development is gradually lagging behind the times, ranking lower in the national cities. The lag in the economy has led to the slow development of various industries, and the tourism and hotel industries have started late. The hotels surveyed by the other two researches belong to relatively developed regions.

From the comparison between the results of this study and the two previous studies, there are certain differences in the loyalty behavior of employees, mainly as follows: in the results of this study, the lowest loyalty level is the "stay" level, Lu Feifei (2009)) research results believe that the lowest loyalty is "following behavior", while Cao Ying's research results believe that the lowest loyalty is "dedication level". In contrast, the respondents of this study have a greater "turnover intention". We believe that the reasons for this difference are, first, because of the reasons described in the comparison of the results of the previous study in this study, and also because of the hotel's Due to the

management status and working environment, the object in Cao Ying's (2009) research: Ramada Hotel Tunhe, Urumqi, a member of Ramada International Hotel Group, "RAMADA is one of the world's famous hotel chain brands. , now belongs to the world's largest hotel management group, Wyndham Hotel Management Group (WYNDHAM)." Compared with foreign and domestic hotel groups, the object of this study still has a big gap in the management level and marketing ability of the hotel, which leads to the fact that employees place too much emphasis on economic interests and lack the due sense of belonging and responsibility to the enterprise. , Although they are willing to contribute to the hotel emotionally, if there is a better choice, the employees will not choose to stay in the hotel and develop together with the hotel because of emotional factors.

VII. RECOMMENDATIONS

Based on the research conclusions, in order to improve the job satisfaction and loyalty of hotel employees in an all-round way, the following measures can be taken to effectively enhance the competitiveness of the hotel.

1. Adopt the model of system + incentive two-hand management

To improve employee satisfaction, it is necessary to strengthen the authority of management on the one hand, and strictly abide by the system requirements on the other hand. First of all, the enterprise should actively form a good order, employees should do their jobs in strict accordance with the regulations, fully respect the leadership, give full play to their potential at work, and always maintain a good mental state. Enterprises often use rules to manage employees. In addition to this method, managers also need to pay more attention to measures to motivate employees. For example, caring for employees when they are difficult or in need, or even a small gesture, providing a cold drink to employees who are working hard in hot summer, or preparing a hot drink for employees in cold winter meals, etc. Emotional strategies are more influential to employees and

can stimulate their work enthusiasm and initiative. The application of the system + incentives can enhance the enthusiasm of employees in an all-round way, and can also improve employee satisfaction and work efficiency. A job that cares about the life and mental state of employees can improve employees' job satisfaction and enhance their sense of belonging.

2. Pay attention to the construction of corporate culture and cultivate corporate cultural identity and sense of belonging

It is said that the magic weapon of attracting and retaining talents is an excellent corporate culture. Therefore, if a star-rated hotel wants to enhance employees' sense of identity with the company, it should focus on the construction of corporate culture, and use different systems and management measures to achieve the characteristics of work and enterprises. The in-depth integration of culture can also achieve the expected goals in many ways such as training and publicity. Hotel managers should really help their subordinates to solve the thorny problems encountered in life in real life, so that everyone can feel the concern of the company, so that employees will have a strong sense of belonging to the hotel, and employees will be motivated and loyal. As a result, it can be improved, thereby enhancing the cohesion and competitiveness of the hotel.

3. Establish a reasonable and perfect salary and welfare system

In the investigation and research, the author found that among the many factors affecting job satisfaction, the hotel employees believe that the lowest satisfaction is the salary and benefits, which fully reflects the employees' ideology and believes that higher wages and remuneration cannot be obtained in the hotel industry. , which is also a common problem in my country's hotel industry. Although wages and benefits are not the only way to motivate employees, wages and benefits directly affect employees' job satisfaction and can stimulate employees' work initiative in all aspects. In this

research, many employees' monthly income is at a low level. At the same time, many candidates choose to leave the hotel after learning about the salary package, or leave the hotel after short-term work due to salary reasons. In addition, there is a positive correlation between employee satisfaction and monthly income, so it is imperative to create a scientific and perfect salary and welfare system. In terms of salary structure, attention should be paid to the diversification of education, salary, years of employment, and skill subsidies, and encourage in-service employees to improve their professional skills, improve their overall quality, and reduce employee turnover. In terms of welfare, in addition to basic social insurance and endowment insurance for employees, employees should also be provided with transportation subsidies, telephone subsidies, housing subsidies, meal subsidies, holiday (birthday) gifts, health examinations, paid annual leave, group travel, etc. A variety of benefits, and different benefits are given according to the employee's contribution to the enterprise.

4. Establish a fair and reasonable promotion system

Although this study focuses on the bottom-level employees of the hotel, and the proportion of middle and senior employees is relatively small, it has no significant impact on the construction of a scientific and reasonable promotion system. A fair promotion system can guide the future development direction of employees and formulate career development plans. At the same time, it can also enable employees to form positive career expectations and fully mobilize employees' work enthusiasm and initiative. In this survey, the overall satisfaction and loyalty of employees in different positions in the hotel are at a low level. Therefore, the hotel needs to formulate a more complete promotion mechanism based on the employees' academic qualifications, work experience and contributions at work. Career development, employee satisfaction and loyalty are also on the rise.

5. Provide more training and learning opportunities to lead diversified development

In this survey, we found that among hotel employees, the level of education is junior high school/high school/secondary school/vocational high school/technical school the lowest satisfaction. The survey shows that some employees are affected by their academic qualifications and education levels and cannot obtain promotion channels and platforms, thus affecting the income level of employees. In this regard, the hotel needs to establish a scientific and effective training mechanism and system, in the process of learning, to enrich the cultural knowledge of employees and improve their professional skills. Training and learning can encourage employees to continuously strengthen their learning and further enhance the overall culture and taste of the hotel.

6. Recruit employees who are satisfied and loyal to the hotel

The recruitment process is the first step for employees to enter the hotel, and the loss of hotel employees should be controlled from the source. When recruiting hotel staff, candidates with low satisfaction and loyalty to the hotel should be screened out through resume screening, testing and interviews. For the resumes of the selected candidates, in addition to mastering work experience and abilities, we should also understand the candidates' past work experience, reasons for resignation, etc. Through interviews, we can get a comprehensive and in-depth understanding, and then weed out candidates who are more inclined to change jobs. Having a comprehensive understanding of the overall situation of the hotel can enable candidates to make rational choices and avoid future losses due to the large gap between expectations and reality or being unsuitable for hotel work.

VIII. CONCLUSION

This paper defines the job satisfaction and loyalty of employees, summarizes the viewpoints of previous researches, conducts an empirical investigation on the employees of M

Hotel in Nanning, Guangxi, and then analyzes the obtained data to find out the factors that lead to the dissatisfaction of employees, so as to provide information for employees. Other hotels in Nanning provide advice on improving employee satisfaction and loyalty.

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